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TO : COPS

FROM : TRS

SUBJECT: Reorganization of the Training Staff

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~~22 August 1948~~  
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17 pages

1. This proposed reorganization of the Training Staff has been prepared at your request. We believe that this organization with three Deputies, each with clearly defined responsibilities, reflects more accurately the various functions of TRS than the present structure with its one Deputy and two Division Chiefs. Though the duties of each Deputy in this proposed organization are set forth separately in connection with the charts that follow, certain general comments should be made in regard to structure and T/O.

2. - see attached sheet

3. The division of TRS's functions into three (See Chart #1, page 2) rather than two sections is a logical step in our development. Under the Deputy for Staff Intelligence Training will be placed the intelligence training of OSO staff personnel who will be primarily concerned with the direction and operations and with the collecting, reporting, and processing of intelligence and CE information. Under Covert Training will be placed all aspects of the training of those who cannot, for security reasons, be trained in groups or in our overt installations. The Deputy for Special Projects will be in charge of orientation and administrative training, language training - including liaison to arrange such training whether [redacted] other language schools - and, as required, and special courses.

Special Procedures training and wartime techniques - infiltration, sabotage, self defense, etc. In addition, certain functions - training materials, central records, etc. - are put under Special Projects for administrative direction, though they are service functions for OSO and TRS as a whole.

3. In addition to requesting permission to change the structure of TRS, we are asking for an increase in the total number of positions allotted to us and for adjustments in the classification of some positions.

4. More complete justifications for the increase in the T/O of TRS will be given in the description of the duties of each Deputy. We believe that we need more personnel than we now have in order to staff out the longer and more intensive training courses

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we are

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we are now conducting and planning. ~~Since Special Projects is, for the most part, newly-established, it requires the greatest expansion, not only in order to prepare for the event of war, but also to permit TRS to keep adequate records on and control over all training received, by OSO personnel. Special Projects will also handle all the miscellaneous training which otherwise falls upon instructors and secretaries already burdened with other duties.~~

5. The present organization and T/O of TRS were planned about eighteen months ago. At that time the training task - in fact, the future development of OSO - was only dimly seen. Hence, TRS was allocated a T/O of only 23 positions and was not allowed sufficient space to carry out a developing program. The original T/O has been ~~gradually~~ ~~increased twice~~ to the present strength of ~~40~~. The last increase was for the "Unclassified Pool". These positions were made unvouchered on the theory that, since the "Pool" was a temporary expedient, the positions should also be considered temporary. However, you will recall that the Training Committee recommended that Basic Training be conducted physically separated from and, if possible, simultaneously with Advanced Training. Our proposed organization, therefore, allows sufficient strength in Staff Intelligence Training to continue, on a permanent basis, a Basic Program simultaneously with Advanced. (It should be noted that this will speed up the entire training pattern and also normally cut the size of classes by half.)

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6. In order, therefore, to insure sufficient strength to meet current needs and anticipated demands (except for extraordinary training requests or emergencies), we are asking for a total of ~~40~~ positions. We believe that this strength will avoid any future need to patch up the T/O. ~~It will also give TRS enough added strength to prepare training plans and instructional materials for war.~~ Furthermore, several of us in TRS should be given field assignments soon. Our overall strength should, therefore, be sufficient to allow for the breaking in of replacements - usually about six months.

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7. This total strength requested, compared with our present T/O, breaks down as follows:

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Office of the Chief, TRS  
Staff Intelligence Training  
Covert Training  
Special Projects

Totals

Present T/O	Requested



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8. Higher classifications for some of the positions are requested. These are, of course, subject to the review of the appropriate classification officials. The qualifications of individuals to hold these positions are also subject to review. I believe, however, that training is one of the most important elements in our organization and that only by having adequately classified positions can we attract and hold the ~~most~~ experienced and mature men needed to conduct the training of new and the re-training of old employees. The up-grading of the positions of the Chief, TRS, and of the three Deputies (to CAF-15 for the Chief and CAF-14 for the Deputies) may need justification. As the present Chief, TRS, I should like to make it plain that I am not attempting to improve my own position in requesting a CAF-15. As you know, I have frequently requested an overseas assignment and, therefore, assume that I will be replaced as Chief, TRS, long before I am eligible for promotion. My successor, however, should be an experienced field man with the highest qualifications, for whom a CAF-15 rating would be appropriate.

The Deputies will be granted a high degree of autonomy in their positions. Each will have heavy responsibilities for vital parts of our program. Each should be of sufficient ability and maturity to permit the Chief, TRS, to give only the most general, policy-level supervision to each Deputy, thus freeing the Chief for long-range planning and policy determination.

On the whole, the grades requested for TRS average out to be fairly high. This is on the theory that our best men should train our new men. I cannot see how Training can operate on any other basis. If we were not bound by Civil Service rules, I would recommend that, ideally, Training would be granted a total number of positions regardless of the salaries of the instructors, and that the Chief, TRS, would then have the right to use each instructor for various duties, depending on the demands for training and on each man's capabilities. But, since we cannot operate that way, I believe we must have a high average of Civil Service grades in TRS.

9. We have recently computed the numbers of students trained during the past fiscal year. These figures, broken down by types of training, are available if required to justify our need for reorganization and increase in T/O. During the year a total of 2411 training cases was handled by TRS. Actually, we did not instruct that number of individuals, since one man may have been counted four times if he attended, for example, Basic and Advanced Intelligence Courses, Communications [REDACTED]. However, each separate course taken by a man requires administrative and instructional handling. I feel that the total number of cases is impressive, considering our space and personnel limitations. However, I do not believe that we have done the job we can and should do. Space problems are being solved. With more and better qualified personnel in TRS, I can assure you that we will show continued improvement in our performance.

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10. Office of the Chief, TRS: No increase in numbers should be required for the Chief's office, since the detailed direction of training programs will be entrusted to the three Deputies. ~~You will note, however, that an Executive Officer is requested. This man would assume most of the administrative duties now delegated to the Administrative Officer and some of the duties of the present Deputy.~~

A file-clerk-courier is requested instead of a clerk-stenographer because our new space allocation will give us three, possibly four, separate installations. Hence, there will be many new filing-courier problems.

11. ~~THE OFFICE OF~~ THE DEPUTY FOR STAFF INTELLIGENCE TRAINING:

The responsibilities of the Deputy for Staff Intelligence Training (See Chart #2, page 6) are composed of the following:

a. The Basic Intelligence Phase, consisting of several training courses and projects, including the training of non-security cleared personnel, will be headed by a Chief, CAF-13.

b. The Advanced Intelligence Phase, which has expanded over the course of the last year, and which incorporates an increasing variety of courses, will be headed by a Chief, CAF-13.

c. Investigative Techniques Section which is charged with training in investigative techniques for defensive as well as operational purposes, will support both the Basic Intelligence Phase and the Advanced Intelligence Phase. The Chief of the Investigative Techniques Training Section will, in cooperation with the Chief, Basic Intelligence, and the Chief, Advanced Intelligence, be responsible for the proper integration of investigative training into intelligence training. He will also assist in Covert and Special Projects Training when required and will report to the Deputy for Staff Intelligence Training directly.

An increase of three positions is requested. These are two CAF-13's to cover the two phases of the intelligence training program - Basic and Advanced. Thus, the Deputy for Staff Intelligence Training should have two strong men on whom he can rely for the day-to-day administration of training programs. One additional CAF-5 Clerk-Stenographer is requested to assist in the many secretarial and typing duties of this section.

12. ~~THE OFFICE OF~~ THE DEPUTY FOR COVERT TRAINING:

The Covert Training Staff (See Chart #3, page 7) should be increased by two positions at this time on the assumption that the next year will see a gradual increase in the Career Agent Program.

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We also

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We also assume that there will be a continuation of the training of non-career agents - including deep official personnel. ~~We further believe that the Covert Staff should be strong enough to permit us to send instructors outside the country to assist in the training of agents - American or foreign.~~

It may be that this proposed increase will be insufficient. However, the hope is that the Staff Training load will tend to decrease as the Covert load increases, thus allowing us to shift instructors.

13. ~~THE OFFICE OF~~ THE DEPUTY FOR SPECIAL PROJECTS

GENERAL

a. ~~The Office of~~ the Deputy for Special Projects (See Chart #4, page 9) <sup>will have</sup> contains two different types of responsibilities, namely, Instructional and Services. The Instructional responsibilities are:

- (1) Administrative
- (2) Language and [REDACTED]
- (3) ~~War-time Techniques training~~

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The Services responsibilities are:

- (1) Training Materials and Publications
- (2) Records, Tests, and Evaluations

b. In <sup>placing Deputy for</sup> ~~creating an Office of~~ Special Projects within the Training Staff, account is taken of the fact that a war will require rapid expansion of training facilities. ~~The Office of Special Projects~~ will accommodate various fledgling units which will be separated from Special Projects and cast into special divisions of the Training Staff <sup>can</sup> ~~as seen as~~ independent status is justified. Thus, the Office of the Deputy for Special Projects of the Training Staff will permit easy expansion and contraction of many auxiliary training services.

SPECIAL COURSES

c. The Training Staff is often called upon to plan and direct special training courses, some of which are given for other Government agencies. During the past year training courses have included:

- (2) Demolitions [REDACTED] Course for the Marine Corps at Camp Le Jeune.

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(3) The Security

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(3) The Security Guard Course for OSO/CIA personnel of Operation [REDACTED], and

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(4) The Wartime Techniques Course now being given to the [REDACTED]

d. Henceforth, such special courses will be directed, supervised, coordinated, and sometimes planned by the Deputy for Special Projects. Instructors for such courses, however, will be drawn from the entire Training Staff and from OSO as has been the practice in the past. There is every reason to believe that the demand for special training courses will increase, since intelligence personnel will be called upon to assume more complex and specialized duties because of the strained international situation.

#### INSTRUCTIONAL RESPONSIBILITIES

e. Administrative Training. The Training Staff has long had prepared a two weeks' Washington and Field Administrative Training Course to supplant the present one week Administrative Course. The new course has been repeatedly delayed because the Chief Instructor, Administrative Training, has ~~had to serve~~ as the Administrative Officer ~~also~~ for the Training Staff. However, by assigning two full-time instructors to Administrative Training, it will be possible to give not only the new two weeks' course on Washington and Field Administrative Training but also to initiate the Orientation Courses for new employees.

f. The duties of the Chief Instructor, Administrative Training, will be as follows:

- (1) He will be in charge of all Orientation Courses for new employees.
- (2) He will be in charge of the
  - (a) Washington Headquarters Administrative Procedures Course and
  - (b) Field Administrative Procedures Course.
- (3) He will be in charge of Reorientation Courses (such as the CAS Course and the Registry Course) dealing with new procedures and regulations.
- (4) He will be responsible for directing and scheduling tutorial training in administrative procedures as, for example, in Special Funds.
- (5) In addition to his responsibility for training of semi-covert employees, he will be responsible for the administrative training of covert trainees when required.

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9 In the beginning, perhaps for the first six months, the largest portion of the time of this unit would be devoted to digging out the basic materials from archives and reworking this material for training purposes. One of the Instructors would devote most of his time to Special Procedures training problems which are, at present, neglected. However, even during this preliminary period the instructors would be called upon to teach in special courses. They would have been extremely valuable, for example, in the Camp Le Jeune, Security Guard, or [REDACTED]

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A Clerk-Stenographer is assigned to the Chief Instructor, Wartime Techniques, because of the considerable amount of stenographic work that will be required in the preparation of study guides, handbooks, lectures, and reading guides.

#### SERVICES RESPONSIBILITIES

k. Training Materials and Publications Section. The Training Materials and Publications Section assigned to the Deputy for Special Projects would consist of a Chief, CAF-12; the Research Assistant, CAF-9; Clerk-Stenographer (to handle the stenographic responsibilities and to be in charge of the Library for the unclassified pool); a Junior Librarian (to be in charge of the Library for classified students). ~~If OSO wishes to have TRS continue to assume responsibility for maintaining a Library for all OSO employees, as is now the case in Que Building, then an additional Clerk-Stenographer or Junior Librarian would be required at a CAF-5 level.~~

1. A Training Materials and Publications Section is needed in the Training Staff in order to systematize, in addition to books, the many relevant and specialized documents and publications, <sup>including Case Studies,</sup> which have training value not only for students but also for all Intelligence Staff Officers of OSO. During the past two years, many studies have originated in the Training Staff. These studies need to be edited, revised, and made available to all units of TRS as well as to some branches and staffs of OSO. It is a tremendous task to keep training materials up to date and to originate and develop training studies. But such studies pay off huge dividends because students are thus brought face to face with earthy reality. Research will continue to be made by all members of the Training Staff, but the Training Materials and Publications Section will see to it that:

(1) Training Materials and Publications are revised and kept current and consistent.

(2) Training Materials and Publications are neatly arranged, prepared and mimeographed

(3) Training Materials and Publications are properly distributed to all units of TRS and to relevant OSO branches and staffs so that immediate exploitation can be made of the training lessons derived from field experience.

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(4) The Training Materials and Publications Section will also serve as advisors and consultants to TRS Staff members conducting research on their own lectures and problems.

(5) This section will carry out special studies for courses, lectures and training problems which cannot be handled by other members of the Staff.

In justification for a Training Materials and Publications Section, it should be pointed out that twice as much time is usually required to prepare as to execute a training task.

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m. Records, Tests, and Evaluations. One of the important functions of TRS to OSO is the maintenance of accurate records of student achievement. What is John Doe's wartime training record? Did he go to "S" or "W" School? What are his achievements in the BITC? In the AITC? In the Administrative Courses? In the Investigative Training Course? What other instruction has he taken? What are his own opinions as to his training needs? Do instructors have serious doubts in respect to his fitness and placement?..Considerable time and thought has been given by members of the Training Staff to these important problems of student achievement, but this work has had to be done by persons who had full time jobs on the Staff and who have been compelled to sacrifice their own work.

By the establishment of such a section, TRS will be able to centralize, coordinate, and systematize the many records, tests, and evaluations which are available and which are being developed. The Chief of the Records, Tests, and Evaluations Section would have charge of all TRS permanent files; he would set up and maintain an easy reference system; be responsible for the final form and preparation of evaluations and develop new objective tests of student knowledge, performance, and achievement. A Clerk-Stenographer would assist in the transcription and typing of reports and would handle the administrative-clerical duties necessary for the maintenance and use of records. The File Clerk-Courier would file, index, prepare folders, distribute and collect evaluations and records to and from OSO and TRS Staff members.

The establishment of the Records, Tests, and Evaluations Section will make it possible for TRS to carry to completion a COPS project (activated by the Training Committee). This project involves summarizing data in respect to the training received and the training needed by all OSO employees. The completion of this study will provide the factual basis for various reorientation courses and training programs.

Another advantage in having a Records, Tests, and Evaluations Section in the Training Staff is that this section will provide facts useful in employee placement, reclassification, and advancement.

14. Summary of Positions and Grades Requested:

(See Table attached, page 15)

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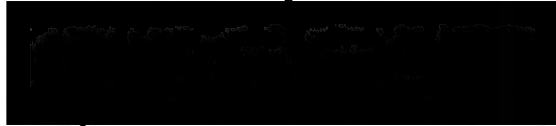
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15. Recommendations:

a. That approval be given as soon as possible to the structural changes in TRS herein described.

b. That, if approved by COPS, CPD be requested to obtain approval for the number and grades of positions detailed in this paper.



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/ Chief, Training Staff

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